



## COMMANDING GENERAL'S ENDURING THOUGHTS FOR THE MCIPAC TEAM

### *Our Mission*

Marine Corps Installations Pacific strengthens and enables force projection in the Indo-Asia-Pacific with our allies and partners to protect and defend the territory of the United States, its people, and its interests. Our camps and installations, arrayed across the region with purposeful designs, clearly set theater-strategic conditions for partnered presence, logistics throughput, command and control, and military readiness. **Our utility, resiliency and strategic design represent the requisite and foundational support to the power of Marine Corps Forces Pacific.**

Specifically, we provide world-class camp and installation support to Marine Corps Forces Pacific, as well as Joint and Combined Forces, for training and combat readiness. We enable the strategic launch and recovery of military capabilities to save lives and to preserve regional peace, stability and security. Our forward-based platforms also ensure garrison quality of life support to Marines, Sailors, Civilians and their families to strengthen and enable operating force combat readiness. **Our High combat readiness is the competitive advantage that guarantees victory.**

### *Our Vision*

We will build, maintain, and sustain the right camps and installations, with cutting-edge technologies and functional designs that are energy efficient and operationally aligned, at the right geographic locations to serve strategic imperatives in the Indo-Asia-Pacific region. **To achieve our vision, we will Learn, Adapt and Anticipate.**

- 
- ✓ Think strategically, logically and rationally. Study and understand history and geography, and psychology, sociology and philosophy. Know and understand our adversaries...out-Think them, out-Maneuver them; and Defeat them on complex, diverse battlefields...always Win!
  - ✓ MCIPAC is an essential and indispensable strategic force-multiplier. We are vital to PACOM plans. Know that we are also inextricably linked to III MEF – operationally and tactically.
  - ✓ This is a team sport. Every member of our team – Officer, Enlisted, and Civilian – is equally important to the team. Take care of each other and take greater care of our family members and host-nation colleagues. Success will be judged on how we do as a team...not as individuals, and not as individual units. When our team wins, everyone wins.
  - ✓ I believe in treating Team Members with dignity and respect. I believe in letting them know what's expected of them, training them to meet those expectations, and then empowering them to do their job.
    - Don't be afraid to challenge yourself and your subordinates and don't be afraid to let them make mistakes. If we are trying hard, we all make mistakes. Let's make new mistakes each time – let's not repeat the same ones.
    - Know your teammates. Talk with your teammates. Ask them for their thoughts on Strategy, Operations and Tactics. Develop them professionally and personally.

- This should be a rewarding experience for every Marine, Sailor and Civilian in our organization. Provide them with the leadership they deserve...proven, professional, kind and empathetic. Give them your attention and they will produce victory.
- ✓ Our job is to make decisions that set the conditions for the success of our subordinate units and commands. That means we need to:
  - Give them clear guidance and direction and then let them do their jobs. Tell them what we need done, not how to do it.
  - Include them in all of our planning and decisions. Transparency, without surprises.
  - Build and maintain cooperative relationships with everyone.
  - Provide them protection from illogical, irrational, and unhelpful external influences.
  - Know their capabilities, know their needs, and know their priorities.
  - Be their advocates with higher and adjacent organizations. Create the space for them to do their jobs and succeed. Ensure they win.
- ✓ Our relationships with lower-level, higher and adjacent Political, Military and Civilian agencies are critical. Talk to your counterparts regularly. Ask what we can do for them – there will be many times when we are going to need their help. Don't create problems by forcefully proving a point . . . know which battles are essential. There are professional differences and there are personal opinions – they aren't the same.
- ✓ What I expect:
  - Know my CCIRs and move that information up the chain, factually and quickly.
  - A positive, "can-do" attitude. If we have a problem – frame it. Let's think our way through it – logically, rationally and collaboratively to develop the right solution, at the right time, for the right reasons...so that it endures.
  - A creative, innovative approach. Think outside the box. I like and respect mavericks and hard-fighting underdogs. Good ideas do come from the bottom up – solicit those ideas.
  - Do the detailed staff coordination before you offer a recommendation and ask me for a decision. Bring me feasible/supportable options. Think through 2nd/3rd order effects.
  - Give me the whole picture...power, politics, positions and personalities matter to me.
  - Clearly identify critical information and the format requirement - clear and simple is best.
  - 4 categories of information (stuff, interesting stuff, important stuff and critical stuff) – I deal in the last 2. If it's time sensitive, give me a call or come find me for direct talks.
  - Make sure I understand the "so-what" of the info you give me...Executive Level impacts.
  - Bad news: Expect it, anticipate it, and be prepared to deal with it. It doesn't get better with age – let me know quickly and follow-up as required.
  - Briefs: PowerPoint by exception. Simple slides are better than complex slides.
  - Don't levy unnecessary requirements on our subordinates. Don't let others levy unnecessary requirements on us. Don't make promises that we can't deliver on.
  - Respectfully voice your opinion. Be critical of the status quo...“That's the way we've always done it.”...is old think. Once a decision is made – execute with authority.
  - Have thick skin. Attack problems, not each other. Be good, do good. Be passionate.
  - You must honor your life's work. You must absolutely love to win for our teams.

**Together, win for our strategic interests and for our most noble causes!**

Semper Fidelis,

JOAQUIN F. MALAVET  
 MAJOR GENERAL, U.S. MARINE CORPS  
 COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC